

Presentation to the Human Services Committee



FEBRUARY, 5, 2013

DEPARTMENT OF SOCIAL SERVICES

REINVESTMENTS IN SERVICE DELIVERY

CONNECT

Vision



... support individuals and families to reach
their full potential and live better lives.

Mission



- Meet **basic needs** - food, shelter, economic support and health care
- Promote and support the **choice to live with dignity** in one's own home and community
- Promote and support the **achievement of economic viability** in the workforce

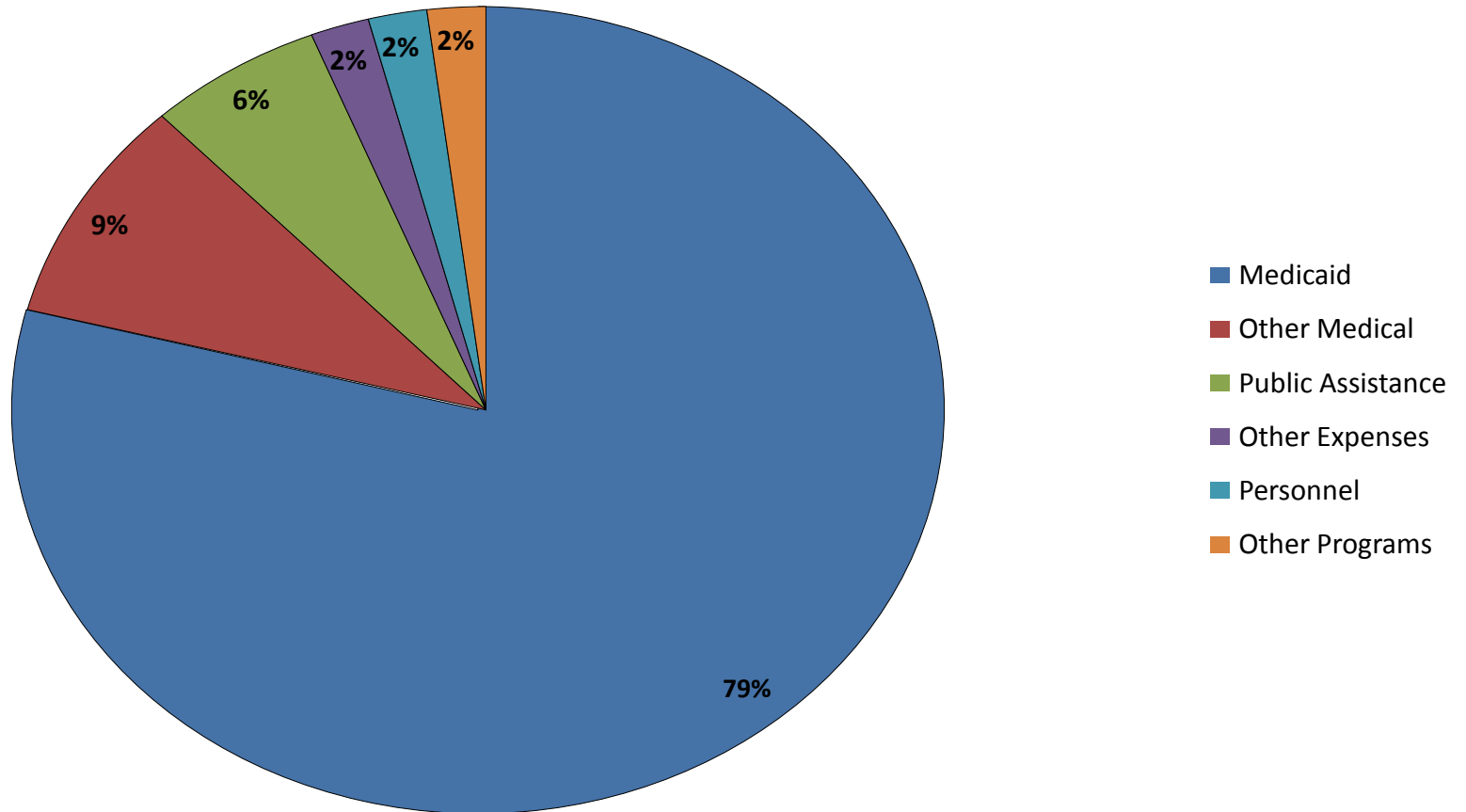
DSS at a Glance: *Serving 750,000*



- Provides a wide array of services and supports to Connecticut children, families, elders, persons with disabilities and other adults
- Over 90 programs serving about 750,000 individuals annually

DSS Budget Distribution - \$5.7B [SFY 2012]

88% Medical Services





Why Reinvest?

Root Cause Assessment



Application & Eligibility Determination Processing

- Record Application Volume
- Obsolete Core Technology
- Insufficient Human Resources
- Outdated Business Processes

Why Reinvest?



- **Public demand for critical DSS services are upward with Great Recession. Applications/cases rise sharply.**
- **Core Eligibility Management System (EMS), deployed in 1989, and phone systems are functionally obsolete and incapable of current system demands.**
- **Significant loss of staff, beginning with 2003 fiscal crisis, due to layoffs and early retirements. Closure of 5 service locations: 3 offices (Bristol, Norwalk, Meriden) and 2 outposts (Killingly, Ansonia).**
- **Eligibility business process has essentially remained unchanged.**



Service Challenges

Root Cause Characterization

- **Record Application Volume**
- **Obsolete Core Technology**
- **Insufficient Human Resources**
- **Outdated Business Processes**



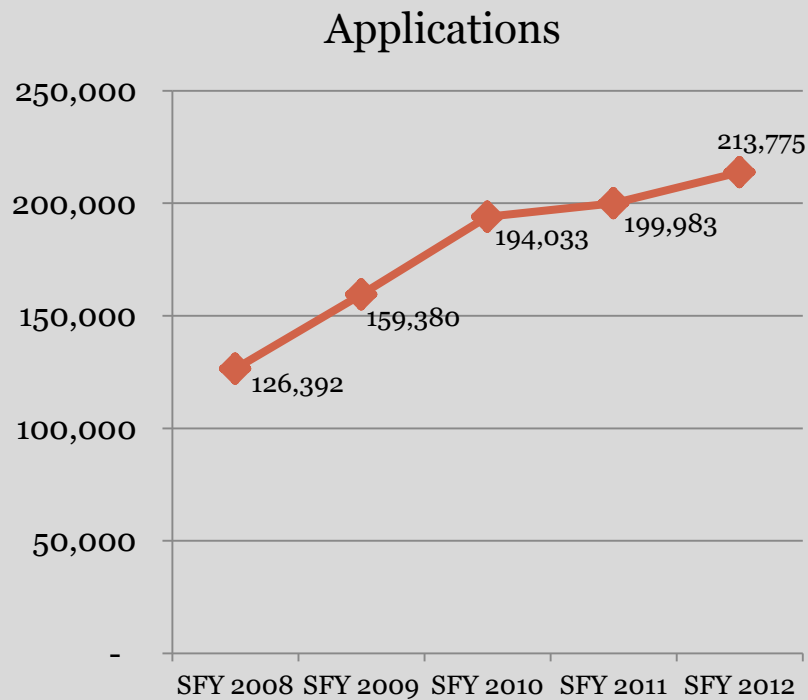
High Public Demand

- **Record Application Volume**
 - SNAP: 87,383 (69.14%) more applications last fiscal year than SFY 2008 (base year).
 - Medicaid: 17K to 57K (7.22% - 23.89%) additional applications per fiscal year above SFY 2008 (base year).

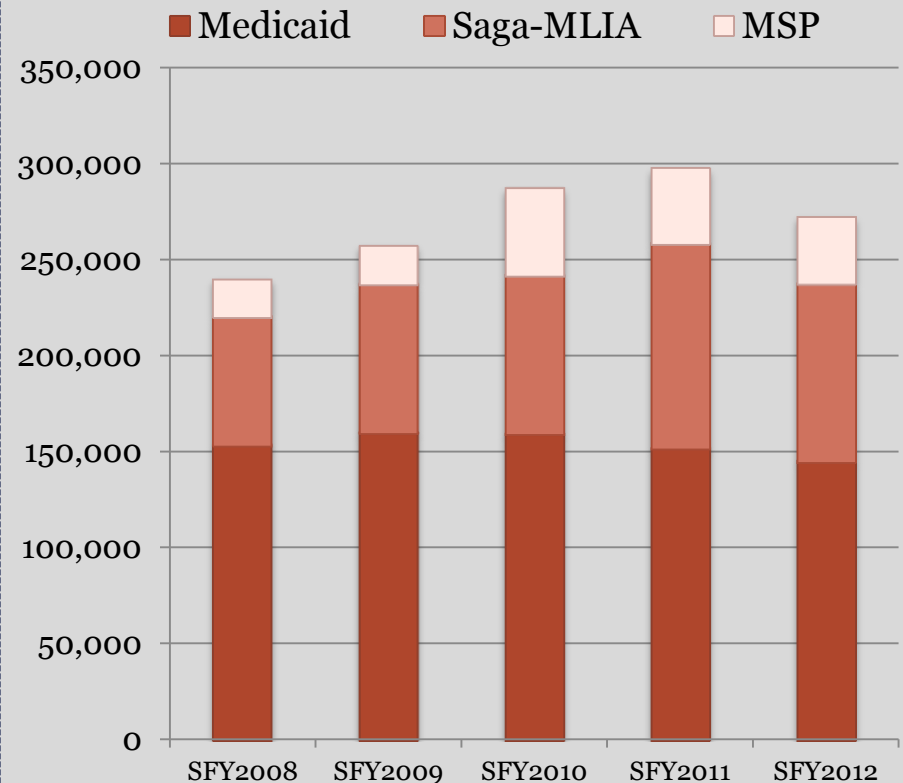
Record Application Volume



SNAP



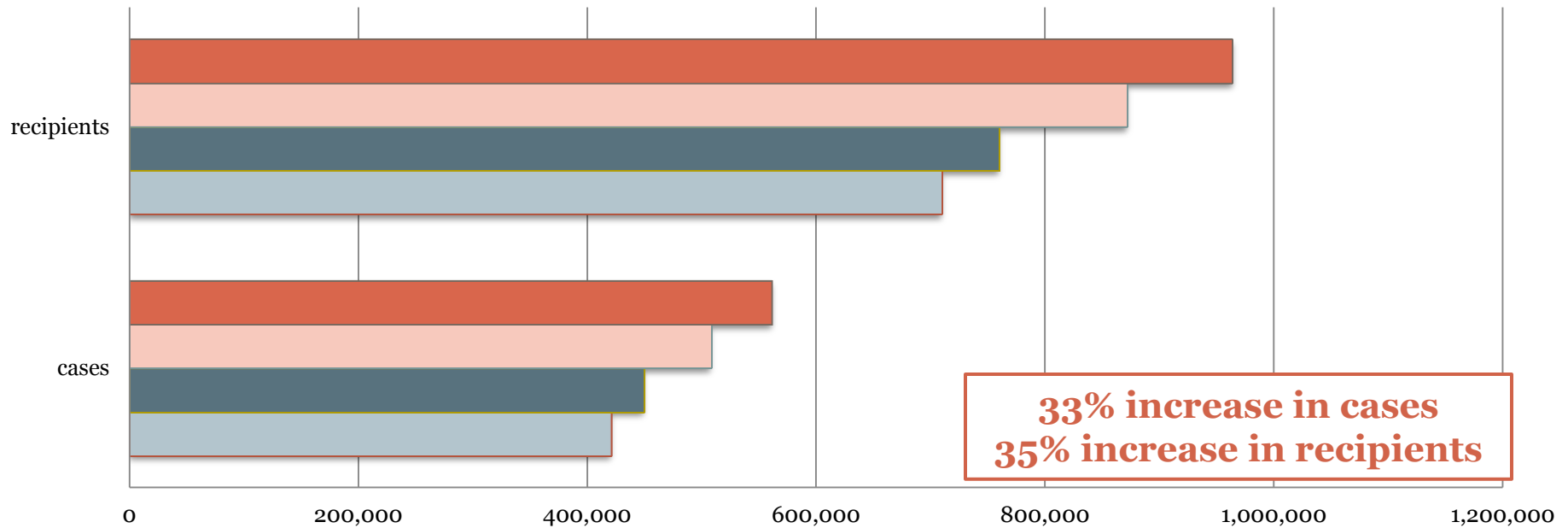
MEDICAID



Reinvestment – *Where We Are Today*



2008 to 2011 Average Monthly Cases & Recipients (all cases SNAP; TFA; SS; Medicaid; SAGA Cash; MLIA)

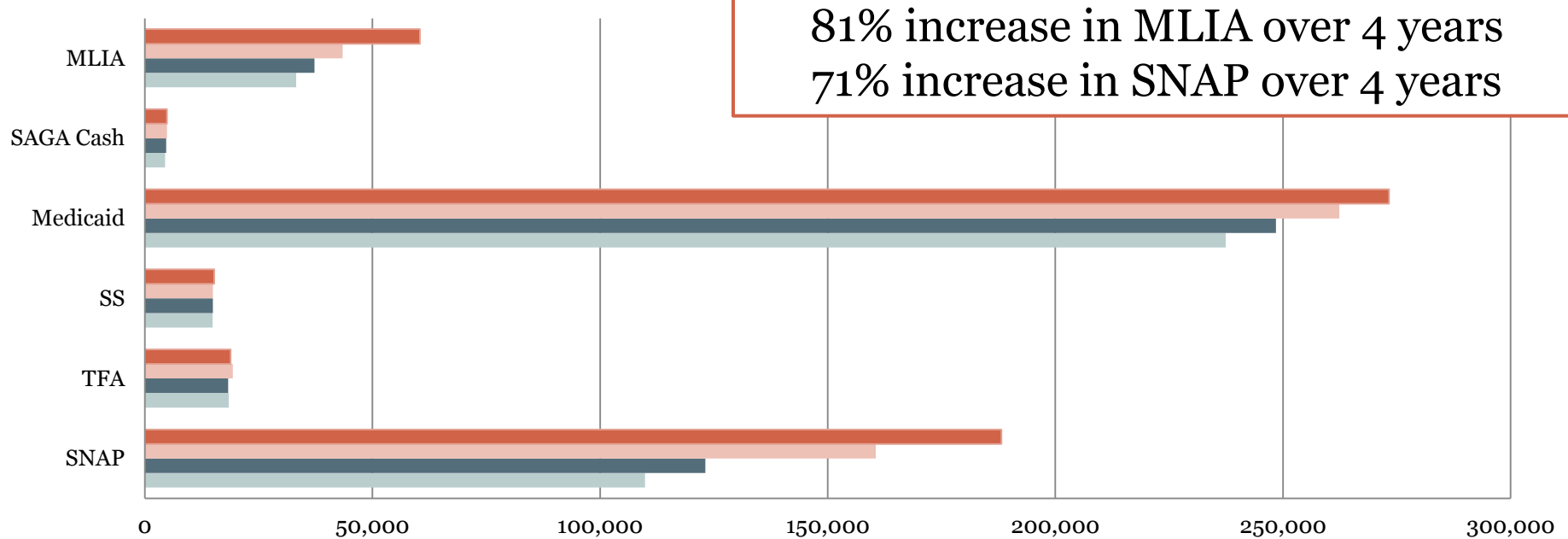


	cases	recipients
2011	560,839	963,242
2010	507,501	871,414
2009	448,806	759,186
2008	420,319	708,959

Reinvestment – *Where We Are Today*



2008 to 2011 Average Monthly Cases & Recipients (program specific)



	SNAP	TFA	SS	Medicaid	SAGA Cash	MLIA
2011	188,176	18,831	15,258	273,306	4,838	60,430
2010	160,564	19,334	14,939	262,357	4,867	43,430
2009	123,095	18,319	14,933	248,465	4,700	37,285
2008	109,880	18,443	14,868	237,419	4,447	33,254



Service Challenges

Root Cause Characterization

- Record Application Volume

- Obsolete Core Technology

- Insufficient Human Resources

- Outdated Business Processes



• Obsolete Core Technology

- EMS deployed 24 years ago
 - ✦ 210 databases, 3025 COBOL programs, 550 online screens, 5M lines of code, 1M transactions daily
- Regional Office telephone systems (12) fail regularly
 - ✦ Beyond functional capacity, limited analog voicemail capacity



Service Challenges

Root Cause Characterization

- Record Application Volume
- Obsolete Core Technology
- Insufficient Human Resources
- Outdated Business Processes



• Insufficient Human Resources

- On 1/1/2012, DSS was 104 positions below 2008
- 39% fewer than 2001

Reinvestment – *Where We Are Today*



2008 to 2012 Staffing to Volume of Applications





Service Challenges

Root Cause Characterization

- **Record Application Volume**
- **Obsolete Core Technology**
- **Insufficient Human Resources**
- **Outdated Business Processes**



• Outdated Business Processes

- 40+ year-old multi-touch case management process
- Frequent requests for verification of documents (form W-1348)
- No electronic content management despite 5M+ pieces of paper handled each month.

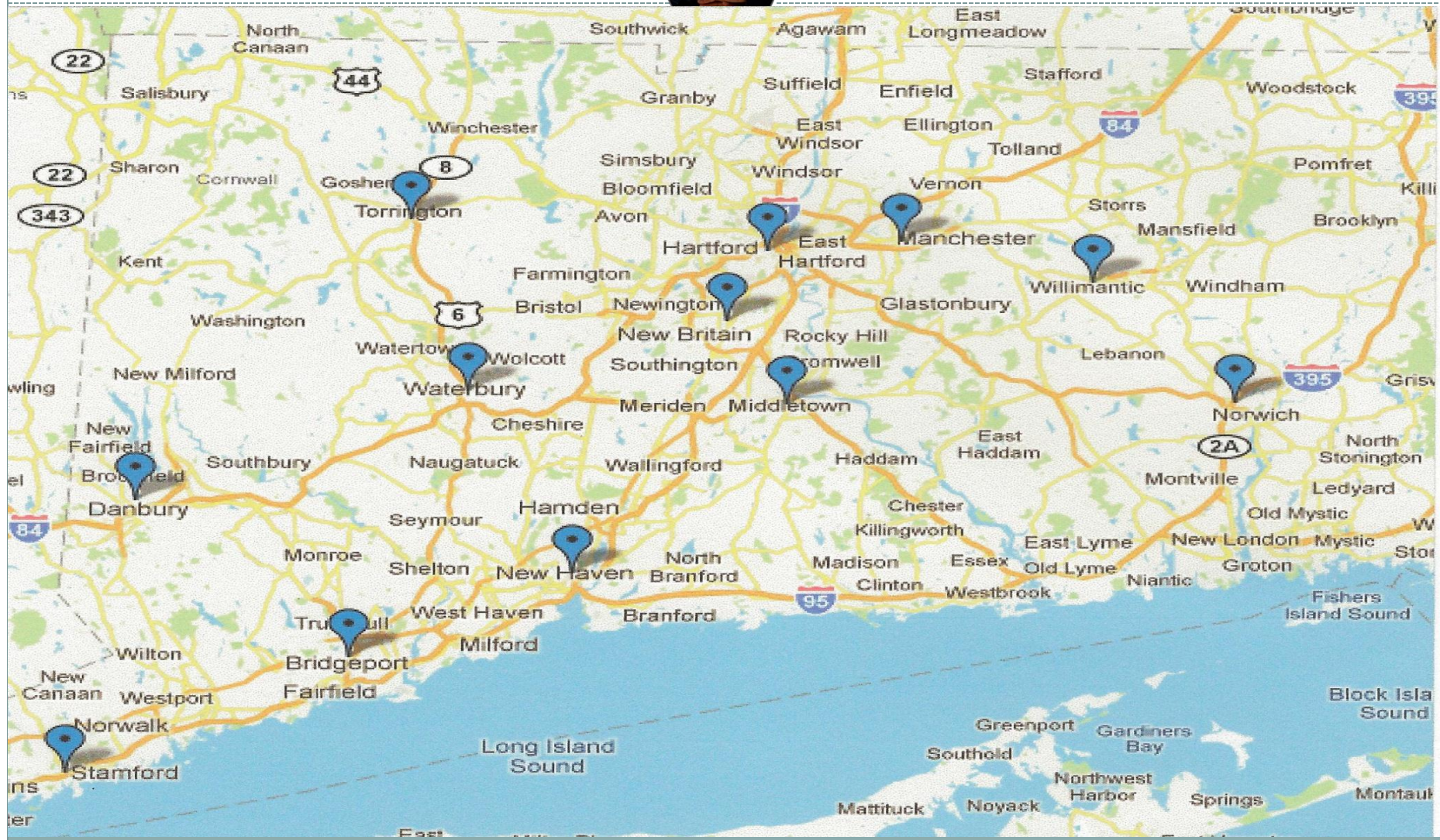
Service Challenges

Root Cause
Key Interventions

Upgrades and Improvements

- **Toward New Core Technology**
 - ConneCT – in development/deployment
 - EMS replacement – Initiated with Health Insurance Exchange/Integrated Eligibility project.

Regional Office Locations



879,000 calls per month are received in the Regional Offices
3.7 million pieces of paper per month are processed in our offices



- Front line for program eligibility & service delivery.
- Eligibility, Child Support, Social Work and Resources functions and staff available in regional offices.
- Manage majority of the client call volume in DSS.
- See clients for applications, redeterminations and interim changes.

Reinvestment – *Where We Are Today*



- Rigidity in the technological systems that support business processes.
- Fractured structures that support service provision.
- Service growth and expansion.
- Rapidly changing landscape in the design of social service programs.
- Inadequate service metrics to drive service quality.

Reinvestment – *Where We Are Today*



What we hear from the people we serve...

“I can’t reach my worker.”

“The mailbox is full.”

“I have sent in my paperwork three times and they keep losing it.”

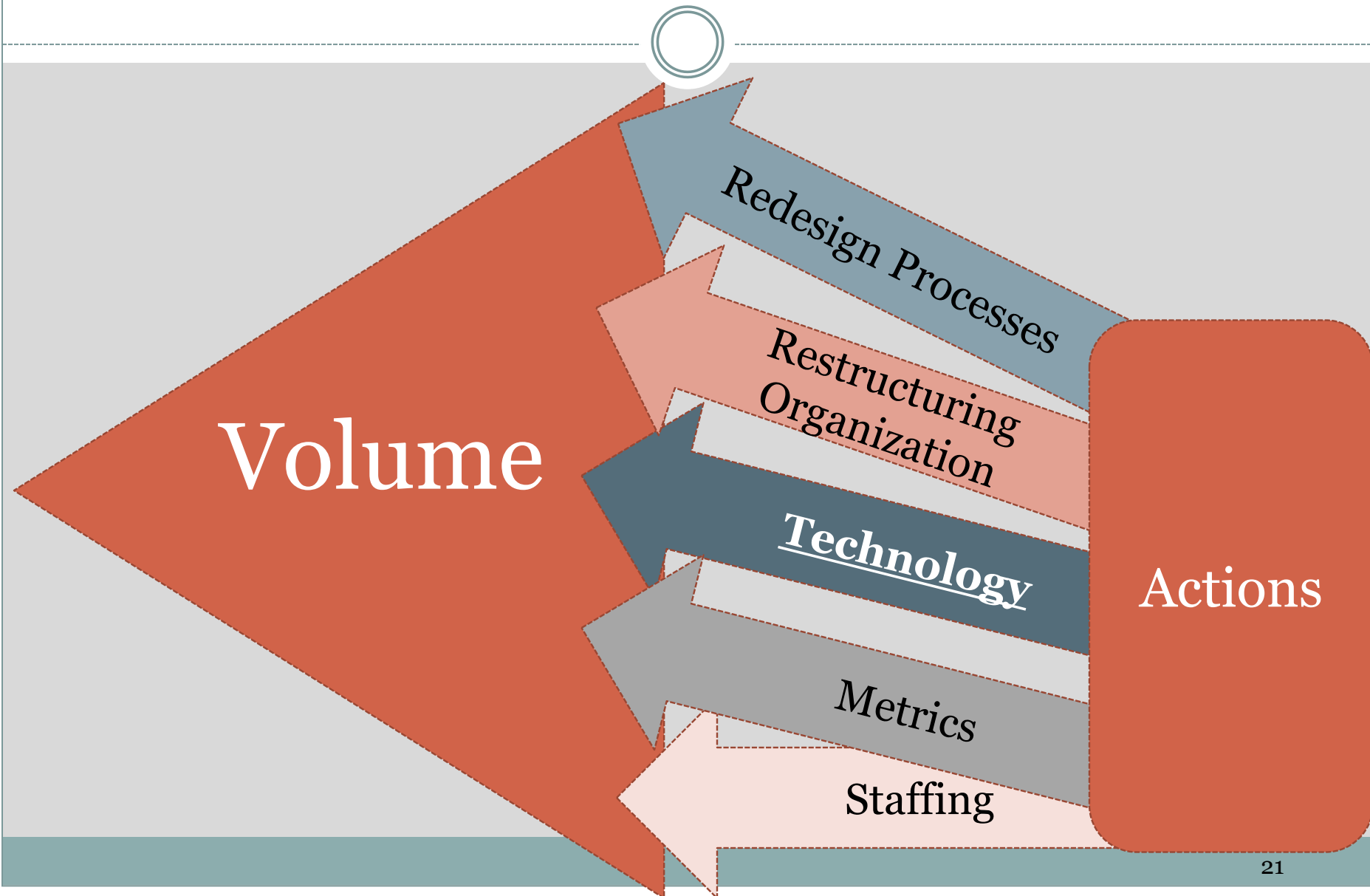
“When I finally spoke with someone, they told me I had to call someone else.”

“I am waiting for a call back, its been seven days.”

“I went to the office and I was in line for an hour and had to leave.”



Reinvestment – *Where We Are Today*



ConneCT – Steps to Launch



November 2006	RFI – Web-based Online Application System
June 2007	Vendor Demos based on RFI Responses
September 2007	Raymond Settlement Agreement creates an opportunity for DSS to utilize technology and other business processes to build access to DSS programs
February 2008	RFP – Vendor to support project development. (First Data)
October 2008	Planning Advance Planning Document (PAPD) to FNS & CMS
March 2009	Implementation Advance Planning Document (IAPD) to FNS & CMS
August 2009	RFP – Systems Integrator for ConneCT
March 2010	Deloitte awarded the right to negotiate
October 2011	ConneCT contract executed between CT and Deloitte
November 2011	Deloitte Consulting LLP & DSS host the joint ConneCT project kick off
April 2012	Deloitte and DSS agree to contract terms and conditions
Ongoing	Procurement of hardware and software
Ongoing	Joint Application Design – JAD sessions
Ongoing	Testing
Ongoing	ConneCT implementation

ConneCT – Goals



Expands Access

Quality Focused

Customer Centered

*Adaptability with
Technology*

Outcome Driven

*Efficient Deployment of
Resources*

ConneCT

Communication

Accountability

Service

ConneCT – *Major Components*



- **Web Services**
 - Access to information – “Am I eligible?” “What is the status of my case?” “I’d like to apply.”
- **Telephony (interactive voice-response)**
 - Access to help – “What is the status of my case?” “Did DSS receive my paperwork?” “I have a question.”
- **Document Management and Workflow**
 - DSS staff have immediate access to e-documents & case information; eligibility work is assigned as it is ready to process
 - “Yes, we did receive your paperwork and it has been worked on.”

ConneCT – *Web Services*



Expands Access



- Pre-screening – Am I eligible?
- Online Application – I would like to apply.
- My Account – What is the status of my case?
- Change Reporting- I am working.
- Online Redetermination – It is time to review my case.
- Access anytime.
- Access to support for PIN and password resets or navigation questions.

ConneCT – *Telephony* phone access IVR



Expands Access



- What is the status of my case?
- Did you receive my paperwork?
- I would like to speak with an Eligibility Worker.
- Information is safe and secure using a confidential PIN number along with DSS client authentication.

ConneCT – *Document Management and Workflow Centers*



Allows for the build of Processing, Service, & Benefits Centers

No in-state borders – a virtual service network

- **Processing Centers** located across the state.
 - Eligibility workers dedicated to processing work received via document management, online, & through systems interfaces.
- **Service Centers** located in every office.
 - Eligibility workers dedicated to seeing people who come to a DSS office.
- **Benefits Centers** located in 3 offices.
 - Eligibility workers dedicated to respond to people over the phone.

ConneCT – Document Management and Workflow Centers



Expands Access

Phone, In-Person, Web, Mail, Fax

Quality Focused

Comprehensive Measurements
about Service Delivery

Customer Centered

Customers Determine How They
Want to Engage DSS

*Efficient Deployment
of Resources*

Deployment of Resources – Data
Driven and Virtual



Three Benefits Centers – Bridgeport, New Britain, and Waterbury

One 1-800 number

Access to Eligibility Workers over the phone

- If a person wants to speak with an eligibility worker, they will be transferred to a Benefits Center.
- Eligibility Workers in Benefits Centers will
 - ✦ Answer questions, process change requests, mail applications and other paperwork, and provide information regarding other resources.



First Call Resolution

- Eligibility Workers in Benefits Centers respond to customer calls.
- Work on the issue or process as far as they can on that given occasion – e-documents readily available .
- Identify any outstanding issues and create the necessary electronic process for follow-up or completion of the action.

ConneCT – *Benefits Centers*

Customer Centered

- Access to an eligibility worker over the phone.
- Eligibility workers have access to all e-documents and case information to provide support.
- A client centered solution if a person does not want to come to a DSS building.

Quality Focused

- Ability to track how long callers wait.
- Able to redeploy resources to the benefits center based upon data.
- Will know average lengths of calls and resolution.

ConneCT – *Service Centers Office Access*

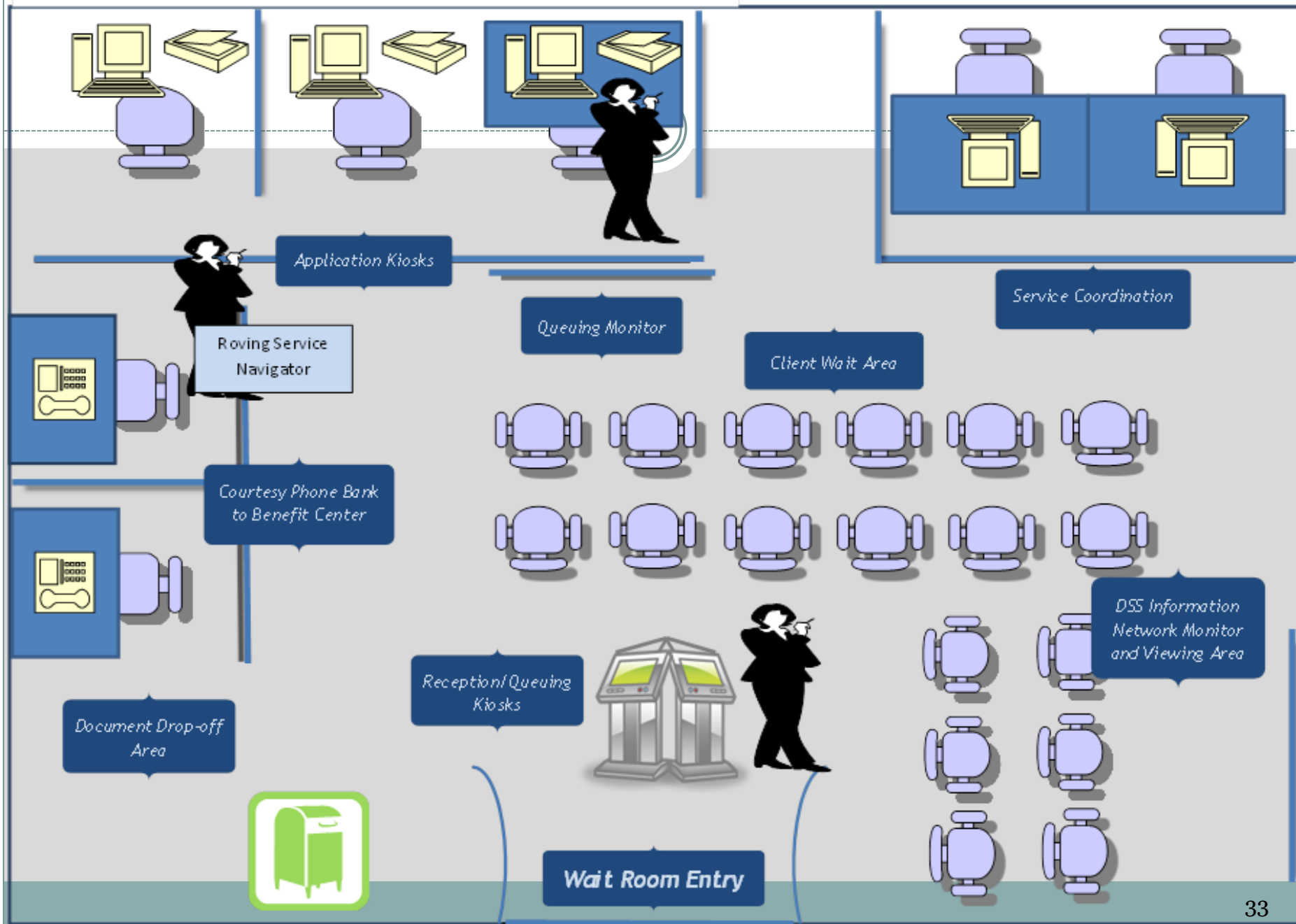


- Redesign of offices to Service Centers.
- Utilize principles of Universal Design.
 - Electronic queuing, accessible interview booths, noise reduction surfaces, open aisles, accessible seating.
- Focused on creating a quality service experience for people.
- A person can go to any DSS office in the state.
- Use of technology and physical plant enhancements.

Quality Focused

Customer Centered

DSS Service Center - Concept Design (Not to scale)



ConneCT – *Providing Tools to DSS Staff*



Document Management and Workflow

- Provide tools so eligibility staff can manage volume, process work timely, and focus on quality.
- Documents will be indexed and scanned into the ConneCT system and will be accessible to any worker, regardless of location.
- All documents received will be accessible electronically within 24 hours.
- Access to data to make staffing and other resource decisions.

Adaptability

*Efficient Deployment of
Resources*

Outcome Driven

ConneCT – *Redesigning the Business*



- “LEAN” eligibility processes.
- Redesigned the “caseload” concept to be able to process eligibility more quickly and efficiently.
- Maintain specialty areas in certain programs like long term care to insure consistent handling of complex eligibility determinations.
- Redesigning agency forms for ADA requirements, “plain language,” and bar codes for document imaging.

*Adaptability with
Technology*

ConneCT – *Project Release Schedule*



Deployment One

- MyAccount
- Pre-Screening
- Integrated Voice Response (IVR)

Deployment Two

- Benefit Center
- Document Management and Workflow
- IVR Integration
- MyAccount Integration

Deployment Three

- Online Application
- Change Reporting
- Online Redetermination



‘New EMS’ – Transforming the Eligibility Management System



Current situation:

- **People must apply for each benefit program separately.**
 - Inefficient, complex and time consuming application processes results in missed opportunities for support.
- **Duplication of effort and increased cost to the state.**
 - People repeat specific assessments (e.g., medical and psychological examinations) during the application process for each program.
- **Delays in benefits.**
 - People experience delays in receiving benefits as a result of the time it takes to access required data and as a result of the complexity of the EMS-driven eligibility determination process.
- **Lapses in benefits**
 - People are often subjected to a lapse of 30-60 days when moving from a care facility back into the community.
- **Frustration and confusion as a result of notices from EMS.**
 - People are sent multiple and, at times, contradictory notifications regarding their eligibility for services.

EMS Replacement What the Future Holds



- Planned integrated eligibility initiative that will create a “**single front door**” to all CT’s human services programs.
- Integrated eligibility platform
 - Facilitate cost-effective information sharing across Connecticut’s HHS enterprise, supporting improved operations and performance.
 - Flexible business rules engine and other service components will create a system that is agile.
 - ✦ Facilitates the ability for the state to respond to changing federal and state health care coverage and program eligibility policies.



ConneCT – *What the Future Holds*



- **I do not have a worker anymore.**
 - Redesign of business processes for ConneCT has started. In some areas eligibility workers are no longer assigned to specific caseloads but share them across the office.
 - Once ConneCT is implemented Eligibility Staff will not have assigned caseloads but will share them across the state.
- **Encourage self-service.**
 - When people come to our offices or call our benefits centers – first call or first touch resolution.
 - However, they will be encouraged to self serve going forward - support will be provided in creating an account, using the kiosks, and accessing information through the IVR.
- **Accessing the right support.**
 - Community services information, EBT replacement, navigation questions related to use of My Account, PIN and password resets will be managed through our partners.
 - If a person only needs these types of services, they will be redirected to the appropriate resource.

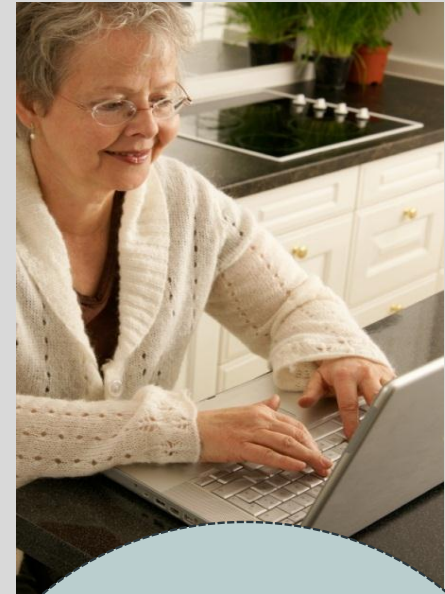


DSS – *Our Service Focus Now*



- How can we help you serve constituents now?
 - Contact Commissioner's office at 860-424-5008
 - Carolyn Treiss at 860-424-5538
 - Heather Rossi 860-424-5646

ConneCT – Customer Centric & Service Driven



**Web Services
Telephony
Document
Management
and Workflow**

ConneCT
*Communication
Accountability
Service*

**EMS
Replacement**